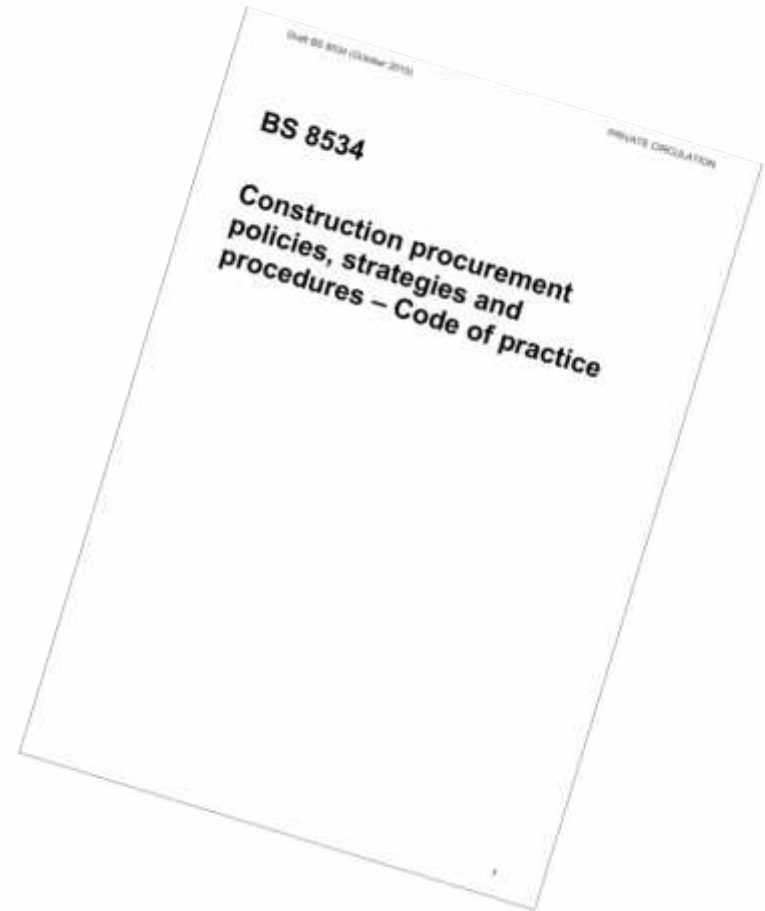# ice

Institution of Civil Engineers

David Hutchison

Principal Consultant, Parsons Brinckerhoff

"The role of clients in successful project procurement and delivery"

ice.org.uk

ice
Institution of Civil Engineers

CLIENT BEST PRACTICE GUIDE

Draft BS 8534 (October 2010)

BS 8534

Construction procurement
policies, strategies and
procedures – Code of practice

What is the Client Best Practice Guide?

• A distillation of what best practice is and why it matters

• A 'first' in exploring how clients can positively influence the success of projects

• A ready reference with over 200 nuggets of best practice that can be put to use on any project

• An encapsulation of the client role from pre-planning, through development, implementation, operation and decommissioning of projects

• An example of collaborative working and a tangible output from the learned society of the ICE

Client Best Practice Guide

Peter Hansford – ICE President said in his Presidential Address on 2 November 2010:

"I've learnt that there are two vital steps in delivering successful projects –getting the governance structure right and having an effective project client:

- *a client who's accountable for the investment in the project and for the benefits that will result;*
- *a client who works closely with the other key players throughout the life of the project to achieve the right return on that investment;*
- *a client who ensures the project delivers value for money."*

The aim of the guide

To enable construction clients to answer these questions:

- Am I using best practice?

- How can this be assessed?

- How does this lead to project success?

How the guide was developed

- ICE Learned Society expert panel

- Wide consultation

- Questionnaires and interviews

- Reviewed by panel of senior professionals

How the guide was developed

ICE Client Best Practice Panel

Chair and Editor: Sue Kershaw, *Olympic Delivery Authority*

Editor: David Hutchison, *Parsons Brinckerhoff*

Peter Cunningham, *Constructing Excellence*

Darren Dobson, *Costain*

Tony Francis, *Department for Transport*

Ian Gardner, *Arup*

Blessing Gwena, *Kier Group*

Peter Hansford, *The Nichols Group*

Leon Heward-Mills, *Thomas Telford*

Michael Jones, *Trimentis*

Peter McDermott, *University of Salford*

Mike Napier, *Costain*

Nelson Ogunshakin, *Association for Consultancy and Engineering*

Alasdair Reisner, *Civil Engineering Contractors Association*

What are the keys to client best practice?

CHAPTER	TITLE
1	What makes a successful client?
2	Essential stages of a project
3	Developing a delivery strategy
4	Establish the client team
5	Procuring the supply team
6	Caring for people and environment
7	Keeping everything on track
8	Taking responsibility for the end result

What are the keys to client best practice?

TOP TEN ITEMS

No	Item
1	Committed senior level support
2	Proper initiation and project definition
3	Flexible application of planning tools
4	Realistic estimating and planning of resources
5	Project plan completed
6	Clear levels of authority
7	Clear roles and responsibilities
8	Good communications
9	Good stakeholder management
10	Control Change

What is ClientMAP?

- The client best practice guide's online maturity assessment profile tool

- A self-assessment questionnaire that will help users challenge their thinking

- Based entirely around best practice guidance found in the guide, with references to best-practices

Benefits of using ClientMAP

- Rapid and accessible self-assessment of a client's readiness and ongoing capability to lead projects

- Structured and consistent analysis of client capabilities

- A Feedback Report that:
  - Characterises capabilities against 5 Levels of Maturity
  - Identifies strengths and opportunities for improvement

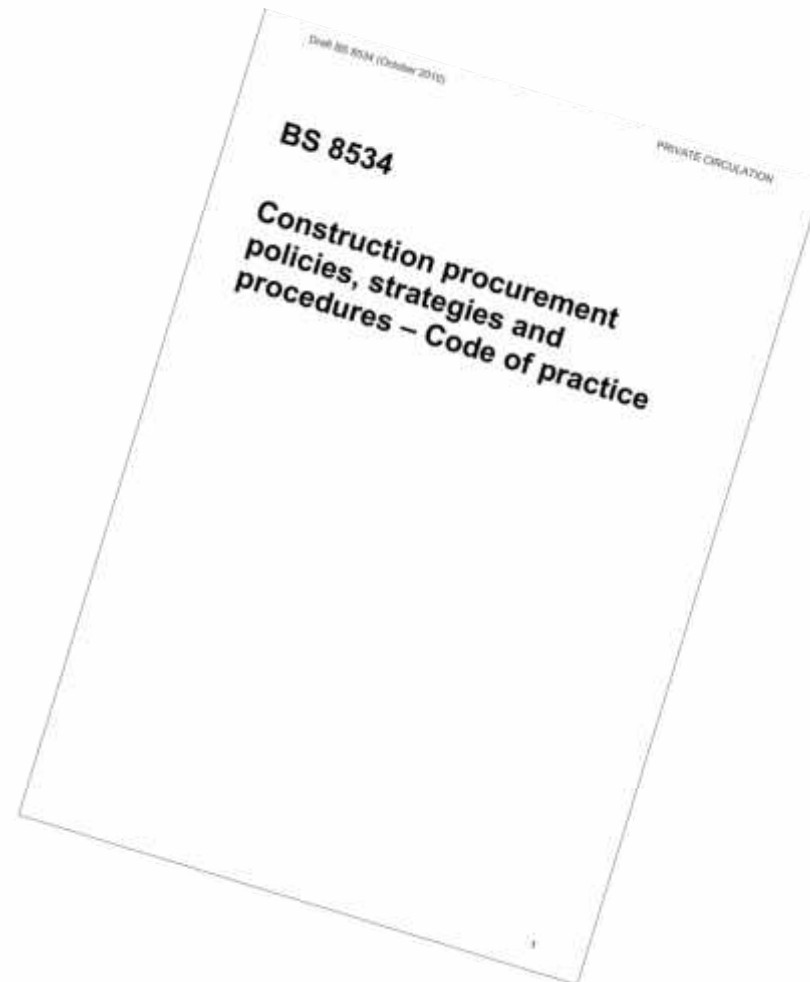- Entirely confidential to the user

Using ClientMAP

- Can be used at any stage in the project's lifecycle

- Ultimately ClientMAP will be developed to include benchmarking data

- Freely available through the ICE website
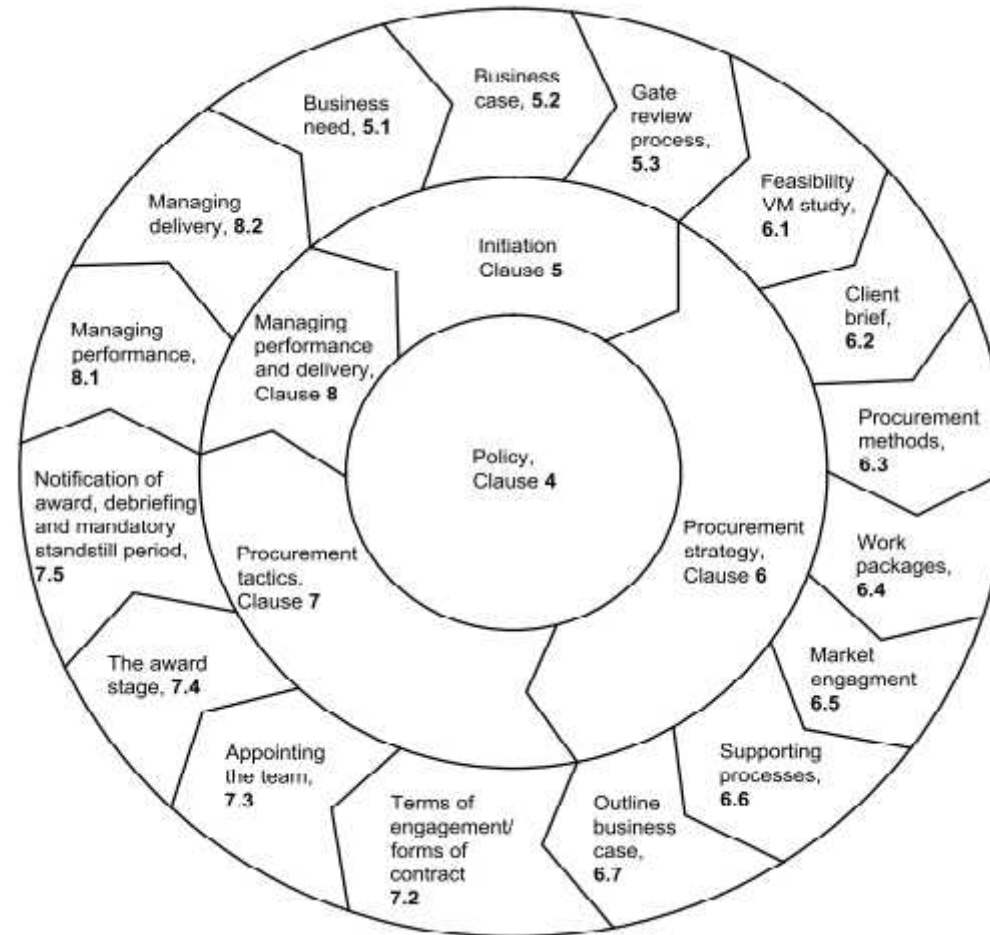
www.ice.org.uk/ClientMAP

Where to now?

- This is only the beginning of an ongoing initiative

- ICE will continue to work to develop and share best practice

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PRIVATE CIRCULATION

Construction procurement
policies, strategies and
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Client Best Practice Guide/BS 8534

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